Futures Center

TRADOC Regulation 10-5 Update

14 June 2005

Purpose

- To provide a summary of TRADOC Regulation 10-5

TR 10-5 – why are we here?

- Mission hasn't changed, but organization, functions, and relationships have changed and will continue to evolve
  - Need a regulation that sharpens focus yet provides flexibility for an adaptive, proactive organization like TRADOC
- TRADOC can better meet its contract with the Army by identifying and organizing around core competencies and functions – the absolute "must dos"
- Integration is critical to the successful development of requirements and capabilities. The family-of-systems and system-of-systems approaches place a premium on vertical and horizontal integration
  - Old processes (proponent system) must adapt to make way for new processes (Joint Capabilities Integration and Development System – JCIDS)
- Must have a common vocabulary – imprecise terms and undefined words found throughout regulations; ambiguity is the result
- Clearer definition of its organization and functions enables TRADOC to handle its workload in a faster-paced, decentralized environment

TR 10-5 – what is it?

- Capstone document with 7 supporting regulations (TR 10-5-1 thru TR 10-5-7)
- Derives core competencies, core functions, and key enablers from the TRADOC mission
- Clarifies relationships — clearly identifies the functions, tasks and responsibilities of all major parts of the organization
- Defines common language to use at all levels
  - Direct authority
  - Lead and assist
  - Staff management
- Clarifies use of proponent designation
- MACOM coordination and tasking procedures have dimensions of change and continuity
  - Coordination is unchanged
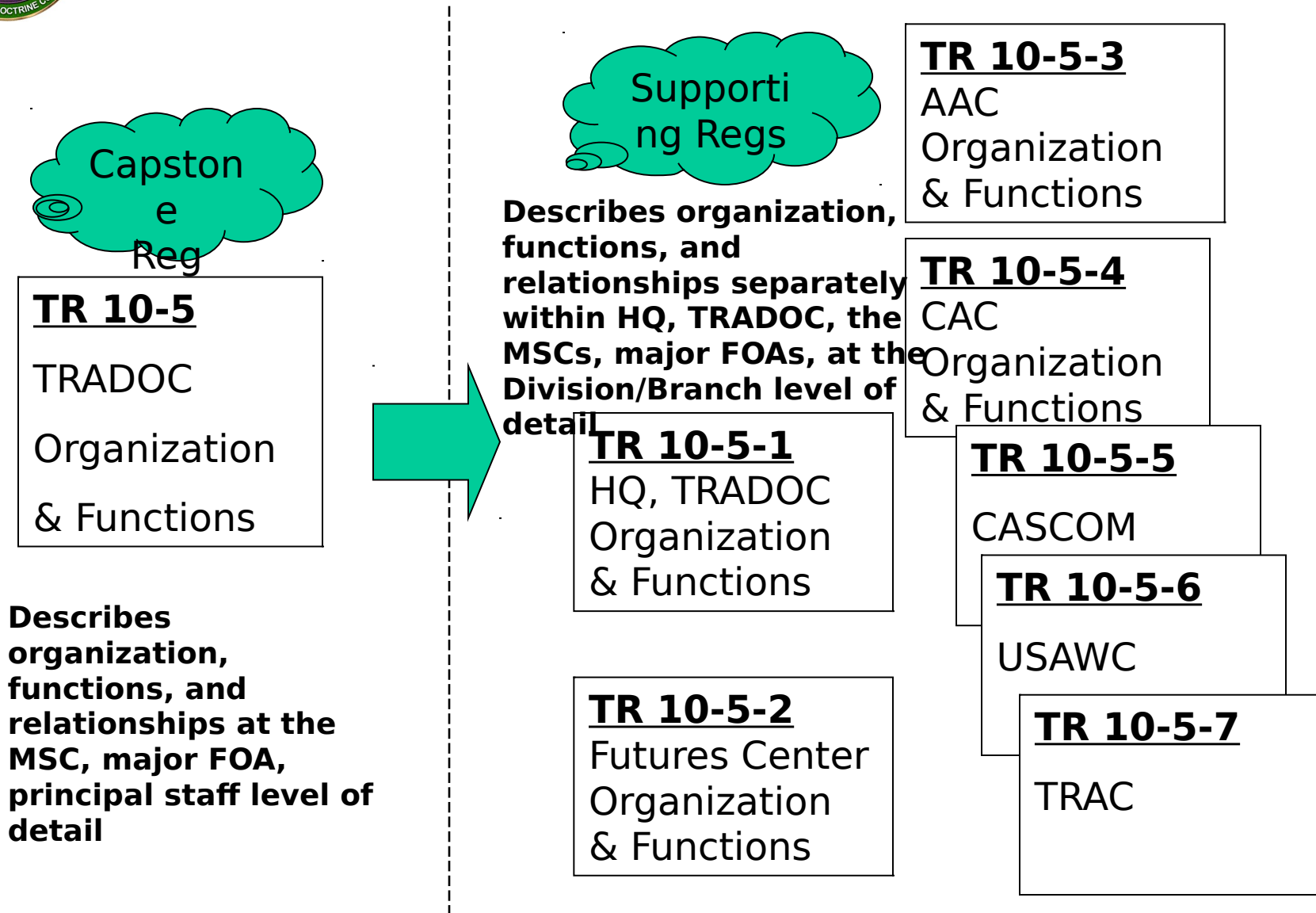 - Tasking procedures have changed

Documentation Context

- TRADOC did not have an authoritative capstone document for its overall organization and functions

- Old TR 10-5 (Oct 1985) focused solely on HQ, TRADOC organization and functions

- TRADOC has an established set of administrative procedures to promulgate policies, responsibilities, procedures, and information (regulations, memoranda, pamphlets, circulars)

- Some TRADOC subordinate organizations were developing or had developed "authoritative" documents for their organization and functions

New TR 10-5 (9 Mar 05) provides an enduring approach

TRADOC Org & Function Documentation Plan

Capstone Reg

TR 10-5

TRADOC

Organization

& Functions

Describes organization, functions, and relationships at the MSC, major FOA, principal staff level of detail

Supporting Regs

Describes organization, functions, and relationships separately within HQ, TRADOC, the MSCs, major FOAs, at the Division/Branch level of detail

TR 10-5-3
AAC
Organization
& Functions

TR 10-5-4
CAC
Organization
& Functions

TR 10-5-5

CASCOM

TR 10-5-6

USAWC

TR 10-5-7

TRAC

TR 10-5-1
HQ, TRADOC
Organization
& Functions

TR 10-5-2
Futures Center
Organization
& Functions

Core Function Framework

TRADOC Mission

Core Competency

Derived Core Function

TRADOC recruits, trains and educates the Army's Soldiers; develops leaders; supports training in units; develops doctrine; establishes standards; and builds the future Army.

Recruit quality people, train Soldiers, and develop leaders

- Recruit
- IMT
- Functional Tng
- Ldr Dev & Ed

Prepare the Army to dominate land combat in the joint warfight

- Lessons Learned
- Collective Tng
- Doctrine
- Training Support

Design, develop, and integrate warfighting requirements; foster innovation and lead change

- Concepts
- Experimentation
- Requirements Determination

Core Function Framework with Key Enablers

Core Competency

Derived Core Function

Key Enabler
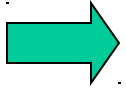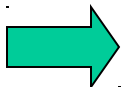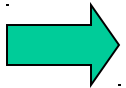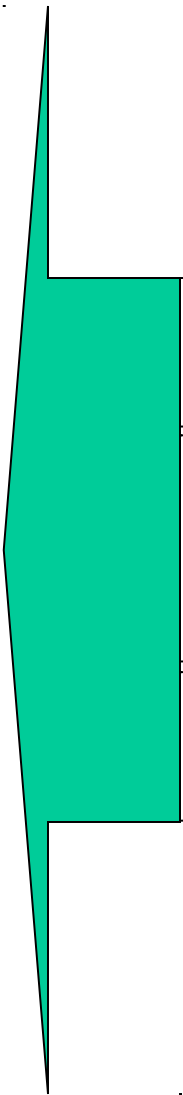
Core Competency	Derived Core Function	Key Enabler
Recruit quality people, train Soldiers, and develop leaders	Recruit IMT Functional Tng Ldr Dev & Ed	
Prepare the Army to dominate land combat in the Joint Warfight	Lessons Learned Collective Tng Doctrine Training Support Concepts	Operational Architecture Modeling And Simulations Operational Environment
Design, develop, and integrate warfighting requirements; foster innovation and lead change.	Experimentation Requirements Determination	

Core Function and Key Enabler Leads

Core Function	Lead
Recruit	AAC
Initial Military Training	AAC
Functional Training	CAC
Leader Development and Education	CAC
Lessons Learned	CAC
Collective Training	CAC
Doctrine	CAC
Training Support	CAC
Concepts	TRADOC FC
Experimentation	TRADOC FC
Requirements Determination	TRADOC FC
Key Enabler	**Lead**
Operational Architecture	TRADOC FC
Modeling and Simulations	TRADOC FC
Operational Environment	DCSINT

Organizational highlights

- DCG roles and relationships
  - DCG/CofS is deputy to CG, TRADOC and second in command
  - DCG, Combined Arms; DCG, Futures; and DCG, Initial Military Training responsible for major functional area and represent CG,TRADOC in many external forums. Revert to CG or Director roles inside TRADOC
  - DCGs USAR and ARNG: reserve component issues
- HQ TRADOC staff is the MACOM staff
- MACOM staff made up of command group, general staff (including FC), and special staff
- FC is both a FOA and part of the HQ TRADOC staff
- MSCs are AAC, CAC, and CASCOM
- AAC, CAC and TRADOC FC are lead for core functions
- CAC and CASCOM have direct authority over aligned centers and schools

Common Vocabulary Challenge - Framework

Use common vocabulary to assign roles, responsibilities and functions in TRADOC regulations, concept plans, O&Os, MOUs, MOAs, and other documents.

Previous vocabulary

C2 Terms used to assign roles & responsibilities:
- Lead
- Proponent
- Direct
- Staff oversight
- Assist
- Integrate
- Execute
- Executive responsibility
- Manage
- Key
- Develop
- Synchronize
- Provide spark
- Provide focus
- Provide vision
- Conduct
- Office of Primary Responsibility
- Office of Coordinating Responsibility
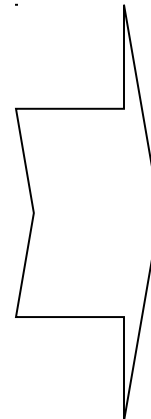- Executive Agent

Applied Judgment
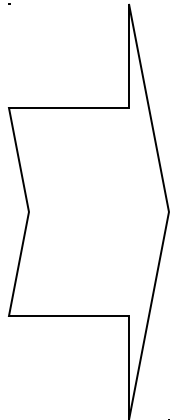
Evaluated documents

Do the work:
- **Directed Lead**
  - Lead
  - Proponent
  - Direct
  - Executive responsibility
- **Implied Lead**
  - Execute
  - Develop
  - Conduct

Help do the work:
- Staff oversight
- Integrate
- Assist
- Manage
- Synchronize
- Provide spark
- Provide focus
- Provide vision

Senior Leader Offsite

Approved terminology

Do the work:
- Lead

Help do the work:
- Assist
- Staff Management

Regulation Content

- Background
  - Core competencies - definitions
  - Core functions - definitions and what they include
  - Key enablers - definitions and how they influence core functions
  - C2 relationships - standardized for use throughout the command
- Organizational descriptions
  - Mission - executive level scope
  - Organization – only the major entities
  - Lead and assist responsibilities
    - Core functions - how they're executed
    - Other major responsibilities and tasks - major work not captured within the core function framework
- Coordinating Instructions
  - Guidance on coordination and taskings
  - Assigns supporting regulation responsibilities

TR 10-5 Definitions – Lead

The TRADOC organization or staff element *having primary responsibility for a function, task, or role* a higher headquarters assigns. Responsibility for the function, task, or role begins with initial assignment and ends with its completion. The *responsibility also includes all aspects of execution and integration of all applicable DOTMLPF domains*. The organization which receives assistance from another organization(s) or staff element(s), and is responsible for ensuring that the supporting organization(s) or staff element(s) understands the assistance required. Specifically, lead has three areas of responsibility:

- ✓ Develop, coordinate, and recommend command policy.
- ✓ Develop, coordinate, and recommend command guidance.
- ✓ Develop, coordinate, and recommend taskings to execute specific missions or tasks or provide specific support.

TR 10-5 Definitions – Assist

TRADOC organizations or staff elements a higher headquarters directs to provide augmentation or other support to a lead for a function, task, or role. The augmentation or other support includes, but is not limited to, all applicable DOTMLPF domains. The organization that aids, complements, or sustains another organization, and is responsible for providing the assistance the lead organization requires.

TR 10-5 Definitions – Staff Management

The responsibilities of the staff to assist and coordinate lead organization efforts by analyzing, monitoring, assessing, and developing recommendations for the commander on all activities affecting policy, organization guidance, developmental processes, and implementation or execution processes in support of the organization meeting its mission. The staff will facilitate the coordination and dissemination of plans, doctrine, and training with higher HQ and external agencies as appropriate.

TR 10-5 Definitions – Direct Authority

Broad authority to act on matters relating to the execution of an organization's assigned functions and responsibilities. The latitude direct authority provides is bounded by the overall commander's vision, priorities, and guidance, both written and verbal. Direct authority is a measure of control less than that included within the term command and more than that included within the term ADCON. Direct authority provides a leader the ability to influence the activities and initiatives of subordinate organizations but not to control day-to-day operations.

Coordination

- Communications and coordination both a priority and a challenge

- Lead has the inherent responsibility to ensure the accomplishment of all required coordination

- Routine coordination does not go through tasking channels

- No DCSOPS&T tasking required for actions within your organization or organizations under your direct authority

Tasking Authorities

- What's new:
  - Only tasking authorities are CG, DCG, SGS, and DCSOPS&T
  - SGS is no longer central tasking authority, DCSOPS&T is
  - All external taskings except White House inquiries and congressional taskings go through DCSOPS&T
  - All internal TRADOC taskings except CG and DCG taskings go through DCSOPS&T
  - CG and DCG taskings, White House inquiries, and congressional taskings go thru SGS

Tasking Criteria

- Actions or taskers that meet one of the following criteria are processed through the DCSOPS&T:
  - Tasking originates from outside TRADOC
  - Tasking is external to originator's organization; e.g.:
    - From one TRADOC MSC to another
    - From a TRADOC MSC to the HQ TRADOC staff
    - From the HQ TRADOC staff to a MSC
    - From a TRADOC MSC, or HQ TRADOC staff to a special activity
    - From one HQ TRADOC staff office to another
  - Taskings external to originator's organization that request formal concurrence/comment. This does not preclude action officer to action officer informal coordination
  - All taskers that involve changes in policy or generate new policy

Other Coordinating Instructions

- For external coordination - HQ TRADOC staff is the primary interface

- Command positions on issues, policies, or future concepts going to HQDA or other external organizations will be approved by CG, TRADOC or the DCG/CofS, particularly when TRADOC's command position is not in agreement with a recommendation from the originating agency or activity